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**A COMPARATIVE ANALYSIS
OF SELECTED PERSONALITY TRAITS, AS EXEMPLIFIED BY
THE SIXTEEN PERSONALITY FACTOR QUESTIONNAIRE (16 PF),
AS PREDICTORS OF EFFECTIVENESS
IN JOB SEARCH BY UNEMPLOYED
HEALTHCARE EXECUTIVES**

**A DISSERTATION SUBMITTED TO THE FACULTY OF
THE ADLER SCHOOL OF PROFESSIONAL PSYCHOLOGY**

By: _____ Miceal C. Rooney _____

On: _____ April 1, 1996 _____

COMMITTEE:

Chairperson: Mark Stone, Ed.D., Psy.D. / _____

Member: Peter A. Weil, Ph.D. / _____
Signature
Peter A. Weil

Member: R. A. Orsolini, Ph.D. / _____
Signature
Reginald A. Orsolini
Signature

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Adler School of Professional Psychology

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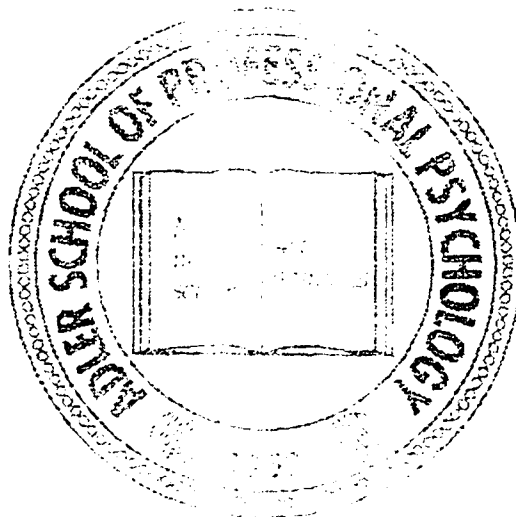
This dissertation has been successfully defended and approved for final submission.

Certified by: *Mark D. Stone* *10/31/96*
Chair Date

Reginald A. Orsolini *10/8/96*
Member Date

Peter A. Weil *10/30/96*
Member Date

Accepted by: *Mark D. Stone* *10/27/96*
Dean Date



ABSTRACT

The problem of executive unemployment is a far-reaching one with significant repercussions for western society, especially in today's downsizing economy. The purpose of this dissertation is to study one aspect of executive unemployment: the correlation of certain personality factors thought to be of significance in their relationship to effective job searches. Effectiveness is defined by length of search (in months) and percentage difference in salary from old job to new job. The Sixteen Personality Factor Questionnaire (16 PF) is the instrument utilized in this study of 352 senior healthcare executives who are tracked in their searches while being involved in an executive outplacement program. Demographic data and organizational ties are also utilized in the investigation. Results of the study, utilizing multiple regression, suggest that demographic data and organizational ties are of greater significance in understanding the effectiveness of executive job searches than are personality factors.

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MICEAL C. ROONEY

202 N. Elmhurst Avenue
Mount Prospect, Illinois 60056

(847) 255-8348 Home
(312) 831-8520 Work

EDUCATION

Adler School of Professional Psychology, Chicago, Illinois

Psy.D., Clinical Psychology, 1996

Dissertation: "A comparative analysis of selected personality traits, as exemplified by the 16PF, as predictors of effectiveness in job search by unemployed executives."

Internship: Psychological Services Center, (1994 - 1996)

Saint Mary of the Lake Seminary, Mundelein, Illinois

M.A., Pastoral Theology, 1966

S.T.B., Systematic Theology, 1965

A.B., Scholastic Philosophy, 1963

EXPERIENCE

1985 - Present

Career Decision, Inc.

Chicago, Illinois

(subsidiary of Jarosz Associates, 1995)

(subsidiary of American College of Healthcare Executives, 1985-1994)

Career Decision is a consulting firm that specializes in management development services to the healthcare industry. Services provided are executive outplacement, group outplacement, career counseling/planning, and management assessment.

Position: Vice President

Responsibilities: Management of all programs including supervision of program delivery and development of new programs and services. Also responsible for evaluation of program effectiveness and quality control.

Representative Accomplishments:

- Revised individual executive outplacement program.
- Developed and implemented group outplacement training program.
- Revised testing program to include 360° feedback in client assessment.
- Instrumental in development of entrepreneurial consulting program.
- Revised all training manuals, including executive outplacement, management assessment, career counseling, and group training program manuals.
- Developed and implemented training seminar for re-entry of military healthcare personnel into civilian workforce.
- Primary consultant/counselor for over 300 senior level executives in individual treatment.

Treatment modality: Cognitive/behavioral intervention with psychodynamic emphasis.

Supervision: Edmund R. Goedert, Ph.D., National Register #31679

1978 - 1985

Challenger, Gray and Christmas, Inc.
Chicago, Illinois

CGC is an outplacement consulting firm which services multiple industries and employment levels. Outplacement intervention is both individual and group. Client mix is predominantly upper and middle management and professional/technical. Remainder of client population includes clerical and factory workers.

Position: Vice President/Consultant

Responsible for delivery of all client services including individual and group outplacement. Primary consultant for all client service delivery in New York and Los Angeles field offices.

Representative Accomplishments:

- Screened, selected and hired both professional and support staff.
- Revised group outplacement training program and wrote group outplacement training manuals.
- Primary consultant/trainer for approximately 600 individual outplacement clients.
- Primary consultant/trainer for 40 group outplacement programs nationwide.

Treatment modality: Cognitive/behavioral intervention.

Supervision: George M. Courtney, M.A.

1974 - 1978

St. Joseph Hospital & Medical Center
Phoenix, Arizona

Position: Counselor

As Counselor in hospital mental health center's out-patient substance abuse clinic, was responsible for providing counseling for a predominantly adult male narcotic abusing population. With contracts from the Arizona Department of Corrections and the Federal Bureau of Prisons, most referral was court mandated. In addition to primary individual therapy there was strong emphasis on marital therapy. Substance dependence counseling was augmented by career and job counseling.

Treatment modalities: Behavioral and psychodynamic. Major use of hypnosis and biofeedback (both EMG and temperature).

Supervision: Raymond Caviness, M.A., and LaMont Casey, M.D.

1973 - 1974

Elmhurst Hospital
Elmhurst, Illinois

Position: Counselor

As Counselor for hospital's outreach program, was responsible for individual, group, marital, and family therapy for a primarily adolescent population. Majority of referrals were for polysubstance abuse problems. Significant counselor interaction with DuPage County Probation Department.

Treatment modality: Behavioral intervention
Supervision: John O'Connor, M.A., and Charles Crown, M.D.

1967 - 1973

Catholic Archdiocese of Chicago
Chicago, Illinois

Position: Associate Pastor

As associate pastor of two large city parishes was responsible for the broad range of services in pastoral ministry. These included individual, marriage, and family counseling, marriage preparation classes, grief counseling, crisis intervention, and community organization. One parish assignment was Saint Genevieve, a middle class ethnic parish with traditional problems and services. The other parish was Saint Mary of the Lake in Uptown. Pastoral work there included a cross section of community work with the extreme diversity of affluence and the disadvantaged, Appalachian, Native American, Asian, Latino, and the large Uptown populations of the mentally ill in residential hotels and the aged in numerous substandard nursing homes.

Treatment modalities: Existential, humanistic, and reality therapies.
Supervision: Thomas J. Mohan, S.T.D., and Nevin W. Hayes, D.D.

MEMBERSHIPS

American College of Healthcare Executives
International Association of Career Management Professionals
American Psychological Association
Society for Industrial and Organizational Psychology
Midwestern Psychological Association

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CHAPTER I
INTRODUCTION

The issue of unemployment in the United States is of significant and perennial importance. It is a primary economic factor which influences not only the quality of life of individual breadwinners and their families but also the socio-economic fabric of the nation at large. For example, one of the key economic indicators is the unemployment rate (U.S. Bureau of the Census, 1992). The economic hardship of unemployment is reflected in lost wages, increased cost of health insurance, scaling-down in life style and even loss of one's home. The business press has documented these facts most painfully (Sellers, 1995 and Uchitelle and Kleinfield, 1996).

But the problem of unemployment has a less understood psychological component. The tension and strain that job loss puts on the breadwinner and his or her family are significant. The psychological effects of unemployment have included

stress, lowered self-esteem, depression, loneliness and lowered effective communication (Mallinckrodt and Fretz, 1988 and Joshi and DeGrace, 1985). The sense of powerlessness that accompanies a period of unemployment can affect the unemployed worker in a variety of ways including frustration, loss of motivation, and feelings of hopelessness.

Historically unemployment has primarily affected the blue collar worker and the unskilled labor force when periods of economic slow down produced cut-backs and lay-offs. Unemployment at the managerial or executive level has historically been less problematic. Unemployment in the ranks of managers and executives has been on a lesser scale compared to the general work force. For example, in 1991, the unemployment rate for managerial and professional workers was 2.8% while the rate for blue collar workers was 8.6% (U.S. Bureau of the Census, 1992). Since 1983 unemployment at the managerial and executive levels has increased significantly. Although the unemployment rate for managerial and professional specialties decreased from 3.3% in 1983 to 2.8% in 1991, the actual numbers of unemployed managers and professionals increased over 90,000, from 795,000 to 886,000 persons (U.S. Bureau of Census, 1992). One cause has been the inflation in the number of managerial personnel. In times of economic recession, trimming levels of management has been a major strategy in controlling costs. Another cause for executive unemployment has been the lack of protection afforded the exempt

employee. With the tradition of employment at will and the lack of unionized protection at the managerial level it is relatively easy to discharge managers without significant complication (Schwoerer and Rosen, 1989). Another factor affecting executive unemployment is the growing disfavor of long-term employment in the same firm. Remaining with an organization for many years used to be highly valued. Now long tenure is considered a liability. In our "throw away" society new teams and "fresh blood" are the desired commodities. Witness IBM and Hewlett Packard. These companies had traditionally been models of stability - organizations committed to avoiding downsizing or lay-offs. That is now changed (The Economist, 1986).

In a comprehensive work which integrates research and theories about the psychology of unemployment, O'Brien (1986) summarizes numerous studies on the problems of unemployment. However, of nineteen studies he compares, only five dealt with technical/managerial personnel. The rest were studies of blue collar workers. None of the studies focused on executive employees. Jahoda (1982) also notes that most of the studies on unemployment have focused on blue collar and the unskilled labor force. There has been little focus on managerial and executive unemployment. As a partial explanation for this Jahoda says that the managerial and the executive unemployed have a certain financial comfort. They tend to have significant severance arrangements which financially tide them over through their

period of unemployment. For example in 1989, according to the ACHE/AHA/Heidrick and Struggles Hospital CEO's Role Study (1989), 38% of Hospital CEO's nationwide had employment contracts, nearly all of whom were provided severance pay. By 1993 the percentage of hospital CEOs having contracts had increased to 46% (Partnership Study, 1993). This sets them apart from the blue collar and unskilled who can face severe economic crisis in their periods of unemployment.

However, Jahoda notes that psychological problems of the managerial and executive unemployed are still present. He concludes that "evidence of their response to unemployment is, therefore, of special interest for the understanding of its psychological impact."

Maurer (1979) gives another reason for the relatively small number of studies of executive and managerial unemployment. He suggests that, since the actual numbers are significantly lower among the managerial unemployed, they are much more difficult to find and approach for research.

Statement of the problem

A great deal of literature exists on employee turnover. However, few studies consider what happens to the unemployed executive. The focus of this dissertation is the unemployed healthcare executive. Since relatively little has been written on the executive unemployed in comparison to blue collar and unskilled unemployed, this current study addresses a gap in the literature on occupations. Aside from its broad social significance, the issue of unemployment of healthcare executives is of a special interest since this sector of society is presently under intense scrutiny to reduce costs and operate more efficiently.

Executive Outplacement

One intervention which directly addresses the issues of executive unemployment is executive outplacement which focuses on helping executive job seekers conduct effective job searches. The process typically involves four major components. The first is a counseling component in which a newly unemployed executive is assisted in dealing with his or her initial feelings of being discharged. The second component is a psychological assessment which focuses on the executive's personality traits and managerial skills. The assessment reveals specific factors of the executive's personality thought to influence interpersonal relations including, of course, managerial behavior. The process includes a test battery and a

psychological assessment interview. The third component of outplacement is training. In this phase the executive is trained in the various techniques of job search strategies. These include preparing resumes, interviewing skills, networking strategies, working with executive recruiters, and targeting both the published and the unpublished job markets. A fourth component is a consulting stage. This is the ongoing consulting relationship between the outplacement firm and the job seeker. It covers the entire length of the job search from the initial training phase to the acceptance of a job offer. It generally lasts from six months to one year. According to a recent survey, the average length of job search for healthcare executives ranged from seven to eight months at the vice president level and above (Career Decision, 1992).

Three Illustrations

The significance of the outplacement process is exemplified in the three following examples. The cases illustrate three executives facing the termination of their executive jobs and their reactions to their consequent unemployment and job search. The first illustration is that of Steve Meyer who represents an adequate response to the outplacement process. The second case is David Miller who represents a good response to the outplacement process. The third illustration is that

of Jim Kane, a tragic example of an individual who was not utilizing outplacement service in his job search.

Steve Meyer, age 52, began his outplacement involvement after having been discharged from his job as chief executive officer of a 222 bed hospital in Kentucky. Though his professional background in healthcare administration had been a routine mix of administrative assignments with progressively responsible positions, Steve's personal life was characterized by a lengthy history of depression. He was on medication and, for the last few years, was finding it increasingly difficult to handle the administrative line responsibilities of CEO. During the outplacement assessment and consulting phases, Steve was advised to seek a senior executive role that was not composed of line responsibility. Fortunately, in his search he received a consulting offer from a major healthcare consulting firm. This opportunity represented a good fit for the combination of Steve's professional background and his personal health needs. However, Steve also had an offer as a CEO of a community hospital in Pennsylvania. Though Steve knew the consulting role was the more appropriate one for him to take at this time in his career, he said he preferred the prestigious role of CEO. Consequently he accepted the CEO position. The outplacement process helped Steve to not only find a new job but to prepare for the possible difficulties he might encounter in accepting a position that was not recommended for him. Follow up contact has been maintained with Steve on his new job and, to date, he is

functioning adequately in the role. He is maintaining contact with his therapist to manage his depression. The outplacement support has been beneficial to Steve in handling the multiple factors involved in his search.

The second case is that of David Miller, an individual who represents a good utilization of the outplacement process. David, age 47, had been chief operating officer of a 389 bed hospital in Arkansas. He was released from his job following “stylistic differences” with his superior, the chief executive officer. A potentially limiting issue that David brought to the outplacement process was a slight but noticeable speech impediment. Since it affected his communication ability, the outplacement process focused on assisting David in developing strategies to minimize the effect of the impediment as he interviewed for new positions. He involved himself seriously in the networking process and within three months had been offered and accepted a job as chief executive officer at a community hospital in a neighboring state.

The third illustration is that of Jim Kane, a tragic example of an unemployed executive who did not utilize outplacement assistance. Jim, 47 years old, had been chief executive officer of a 145 bed hospital in the northwest. After twelve successful years as CEO he started having difficulty with the medical staff. The doctors gave him a vote of no confidence and informed the hospital board of their

action. The board, responding to the medical staff's displeasure, then discharged Jim and terminated his position. The medical staff then told the board that they did not want Jim discharged from his job. They just did not want to work with him any more. The board withdrew its termination and kept Jim on the hospital payroll. They gave him a job handling "special projects" (a euphemism for minimum responsibilities). Though Jim kept his title as president, the board brought in a new person to handle all of Jim's prior administrative responsibilities. The new person's title was vice president and chief executive officer. For one year Jim stayed at the hospital but in effect had nothing significant to do. After one year of relative inactivity, the board told Jim that he would need to vacate his office by the 15th of the next month and would be given one year severance pay while he looked for a new job from his home. Within two weeks of having been given this ultimatum, Jim committed suicide. Had Jim been given outplacement assistance the year before, when the problems first surfaced, the course of events might have been significantly different.

Focus of Study

The focus of this study is on the second part of the assessment component - the test battery used to profile the job seeker. Specifically, we are interested in the correlation between various personality factors as measured at the beginning of

unemployed executives' job searches and the ultimate effectiveness of their searches. Since job loss and the consequent job search of an unemployed executive can be extremely stressful, it can be beneficial to identify what personality features assist or hamper the unemployed executive in his or her search. For example, since a job search can be a lengthy and tedious affair, tenacity is required. An executive who is tenacious will be more likely to conduct his or her job search more effectively. Also, job loss can be a blow to one's self-esteem. Consequently, an executive who has a higher or stronger level of self-esteem would appear to be better able to emotionally handle his job loss and therefore more effectively conduct his job search.

The personality traits that will be investigated in this study are those measured by the Sixteen Personality Factor Questionnaire (16 PF). These factors are of interest because they provide a measure of an individual's sociability, self-esteem, ego strength, and tension level. These factors can be viewed as independent variables which may be related to an executive job seeker's ultimate goal - the acquisition of his or her new job. The dependent variable is the ultimate effectiveness of the individual job seeker's job search. Effectiveness is defined as, and measured by, length of job search (in months) and difference in salary from old job to new job.

The main hypothesis of this research is that there is a positive correlation between certain personality traits of an individual job seeker as measured by the 16 PF and the

effectiveness of that individual's job search as measured by length of search and level of income of the new job. A sub hypothesis is that there will be a stronger correlation between some of the 16 PF factors than between other factors. Specifically, it is hypothesized that stronger correlations will exist between ego strength (Factor C), self-assurance (Factor O), and (negatively) tension/anxiety (Factor Q4) and with the length of search and level of income. A second sub hypothesis is that there will appear some significant correlations among some of the factors themselves. In his research on the 16 PF, Cattell (1989) found that only 3 of the 16 factors had correlations with each other that were over .50. These were factors C, O, and Q4. Their correlations ranged from .59 to .61.

Statement of purpose

As previously mentioned there is a paucity of research on executive unemployment, yet executive unemployment is much more wide-spread today than it has been in previous decades. As mentioned earlier (U.S. Bureau of the Census, 1992), the number of unemployed managers and executives rose from 795,000 to 886,000 from 1983 to 1991. Given these facts the current research should contribute to a broader knowledge of the dynamics involved in executive unemployment. Another benefit of the current research is that it may shed more light on the

psychological factors associated with unemployment. This may be possible because the executive population (unlike the blue collar unemployed) enjoys higher incomes and severance packages and is relatively free from the economic problems of unemployment (Jahoda, 1982). By lessening the impact of economic loss, psychological factors are differentially experienced. Consequently, the psychological factors evidenced in this study may perhaps stand out more clearly.

With the historic minimal research on executive job search, a whole segment of the working population has received minor focus. The current research should add to the body of information which targets this generally neglected group. The importance of focusing on the executive unemployed is because the executive population is so critical to an organization's success. When senior executives leave an organization, there would appear to be repercussions throughout that organization and perhaps throughout the community in which they reside (Uchitelle and Kleinfield, 1996). For example, community involvement by organization leaders is often assumed, if not required. Many organization executives are ex officio, members of the Chamber of Commerce, Kiwanis, Rotary, the School Board, and/or the United Way. Termination from their jobs can easily upset the balance of the community's organizational structure.

The focus of the current study is on senior healthcare executives. When these executives leave their positions oftentimes a domino effect takes place. The American College of Healthcare Executives' Hospital Chief Executive Officer Turnover Study (1991) sets out a number of effects of a CEO's leaving his/her position. The CEO's exit affects not only hospital boards and medical staffs, but also hospital employees and the community in which the organization is situated. The survey notes that since hospitals in most communities are large employers, a community's well being is directly affected by the hospital's management stability.

Two implications of the current research stand out. One is that it may serve as an impetus to further investigation on the psychology of executive unemployment of larger and more diverse samples of the managerial and executive work force - beyond the scope of the current research focus on unemployed healthcare executives.

A second implication of the current research is clinical in nature. If, in fact, the research does differentiate which executives are at "high risk" in approaching their job searches, then special counseling interventions can more easily and more effectively be put in place at the beginning of those executives' job searches. This could perhaps lessen the length of time of those executives' job searches and also perhaps lessen some of the psychological discomfort of their searches.

Assumptions and Limitations

Assumptions:

1. It is assumed that unemployed executives face a significant amount of stress in their job searches.
2. It is assumed that the unemployed executive had a strong identification with his work role and that the loss of his job, whether by termination or job elimination, has caused a diminished sense of personal identity and self-esteem.
3. It is assumed that the process of looking for a job is a process of self-marketing, that is, selling oneself to a potential employer. Consequently, the role of job seeking is similar to the role of outside sales.
4. It is assumed that the personality traits that best describe an effective salesperson would also best describe an effective job seeker.
5. It is consequently assumed that if one knows the personality traits of a given job seeker at the beginning of his or her job search, then one could predict the effectiveness of that job seeker's job seeking strategy.

6. It is assumed that if one knows the job seeker's personality make-up at the beginning of his or her job search, then modifications of consulting strategy could be made which would tailor outplacement consulting to the individual job seeking client's specific needs.

Limitations:

1. The sample in this study is limited to healthcare executives.
2. These executives are predominantly white males. Therefore, generalizations to minority executives (gender or racial) may not be appropriate under the scope of this study.
3. The independent variables of interests come from only one instrument, the Sixteen Personality Factor Questionnaire (16 PF), and do not include the entire test battery or the psychological interview.
4. The subjects, healthcare executives, represent only a service industry. They may not represent other U.S. industries like manufacturing, technology or finance. Consequently, generalizations to executives in other industries may not be appropriate.
5. Though the subjects are all healthcare executives, they may not be a homogeneous group. Differences in age, length of time of outplacement program involvement, tenure of the last job, level of education, marital status,

geographic location, lifestyle preferences, spousal requirements , willingness to relocate, differing market forces – to name a few – are all variables which may confound the significance of the independent variables being investigated.

CHAPTER II
REVIEW OF LITERATURE

Numerous factors contribute to the problem of executive unemployment. Among them are personal, interpersonal, and environmental issues which affect individual executives' response to the trauma of job loss. How a person experiences and deals with the stress of unemployment is one major issue. Another issue is how a person understands the extent to which he has control over what happens to him. A third issue involves the parallel between sales activity and job search. Since an executive looking for a job needs to find someone to hire him, the executive finds himself thrust into the role of selling himself. How the executive handles this sales role can critically affect the outcome of his search. A fourth issue looks at the qualities considered essential for executive success. It would appear that those qualities deemed necessary for success on the job would be equally applicable to success in executive job search.

These issues, stress, locus of control, sales parallel, and executive mentality will now be addressed individually.

Stress

Job loss entails significant pressures on people. Holmes and Rahe (1967) rank job loss as a situational crisis on a par with divorce, major illness, death or retirement. Most recently the critical impact of job stress has been the focus of the American Psychological Association - National Institute of Occupational Safety and Health conference on "Stress in the '90's: a changing work force in a changing workplace" (Denton, 1993). In examining job stress the conferees noted that work related stress was "alive and thriving" and affected factory workers, CEO's, clerical workers and the unemployed. They described the level of workplace stress as "explosive". They pointed out the need to develop a greater awareness of the environmental factors which affect stress. They noted that the biological and the genetic factors were well documented. But the psychological reactions to excessive or chaotic stimulation of workplace activity or unemployment are only more recently beginning to receive the attention they deserve.

Carter and McGoldrick (1989) note the significant impact of job loss on the part of executives who are not prepared for this blow to their self-identity. Carter and McGoldrick note the "WASP optimism" which fosters confidence and flexibility in taking initiative. These qualities, they say, are easily seen in the ranks of executives today who are predominately White Anglo Saxon Protestant males. That optimism,

however, becomes a vulnerability when executives must contend with the personal tragedy of job loss. Successful executives who thrive on their independence and individuality can feel powerless when they lose their jobs and must depend on others through networking as the primary way to ensure their career survival. Finding another job is highly correlated with effective networking strategies, and many executives find it very difficult to do.

The stress of unemployment is also discussed by Fineman (1979), Hartley (1980) and Olafsson and Svensson (1986). Swimburne (1981) talks about the shock involved in executive job loss. He describes it as a "complete crushing of self-respect and imagination." In their study of job seeking and mental health, Caplan, et al (1989) noted that job loss places people "at increased risk of poor mental health in terms of increased depression, anxiety, minor psychiatric morbidity, and decreased self-esteem and life satisfaction." Mallinckrodt and Fretz (1988), in their study on job loss by older professionals, confirm the stress that Caplan notes, namely its consequent lowered self-esteem, depression, physical health systems, psychological symptoms, and lessening of internal locus of control. Noting the fact that unemployed job seekers probably have little experience in recent job searches, Gordus (1986) mentions the high probability of low self-esteem and high self-blame associated with unemployment.

Locus of Control

O'Brien (1986) discusses the theory of D. Bakke. The Bakke study, utilizing Rotter's locus of control theory, describes how workers become externally controlled as a result of experience and social structures that determine their tasks, the way in which they are performed, and the type of rewards obtained. To the extent that people believe their lives are externally controlled, they become depressed, apathetic and restricted in their social experience. This theme of external pressure and control was the focus of much attention at the APA/NIOSH Conference on job stress (Denton, 1993). O'Brien notes another study (Searls, Braucht, and Miskimins, 1974) which indicates that the unemployed are more externally controlled than the employed. It appears that locus of control is a significant factor in one's job search. Having a sense of control over what happens to oneself (internal locus of control), gives a sense of power and confidence over one's life. Since management executives by nature are in positions of authority and have decision making responsibility, they enjoy a sense of control over people and activities in their organization. They would appear to possess, by definition, a stronger internal locus of control than would be the case with workers who are farther down in the hierarchical structure. However, when executives have lost their jobs and face unemployment, their locus of control

can shift from internal toward external. When the power, control and autonomy that the executive previously enjoyed is taken away, the unemployed executive in a job search finds him or herself on the outside looking in. No longer having the power base of control and authority, he now is dependent on others who have power and control over him. As unemployment continues, the executive can display decreased confidence and hope and increased externality in perceived locus of control (Baubion, Megemont, and Sellinger, 1989).

Mallinckrodt (1988) discusses the concept of "reassurance of worth." He notes that professionals tend to have a reassurance of worth available to them when they are on the job. It is provided by their work colleagues. When a professional executive is not working he does not have the reassurance of his co-workers. Mallinckrodt notes that the reassurance of worth then must come from one's own sense of self-esteem and internal locus of control. The effectiveness of one's job seeking efforts is related positively or negatively to the presence or absence of the unemployed executive's self-esteem and internal locus of control.

Sales Parallel

The role of job seeker resembles the role of an independent salesperson (Frieberg, 1991). The unemployed executive is selling a product which is himself. He needs to make sales presentations to prospective employers so that they will choose to purchase his product - that is, to hire him. He must depend almost exclusively on his own resources and sales ability. The parallel between an effective salesman and an effective job seeker is strong. The personality traits that best describe an effective salesman could consequently be some of the same traits that describe an effective job seeker. Briefly stated, these are qualities that reflect an acceptance of the self, the ability to disengage fears by having a constructive attitude toward failure, and a growth oriented self-sufficiency (Stern and Zemke, 1981, and Mortell, 1973). In the Handbook for the 16 PF, Cattell (1970) notes that the qualities of strong sales people include a high Factor H (venturesome and socially bold), high Factor L (skepticism), and high Factor N (astuteness). It should be noted that Cattell's "suspiciousness" in high Factor L is not to be understood as mistrust. Rather, Cattell describes it as "a contemptuousness of the average." He sees high L people as "uninfluenced by the views of prominent people." The opposite, low L pole of the factor, "is one of easygoing, friendly relaxation, and perhaps lack of ambition and striving." Freiberg (1991), in discussing the fact that the personality traits that are

required of job seekers reflect the personality traits of salespeople, notes the strong need for maintaining motivation and confidence. Additionally, the job seeker needs to prepare himself for and manage disappointments and setbacks. He needs to be persistent and possess a strong sense of self-confidence.

Executive Mentality

To more fully understand the dynamics of the unemployed executive, one should consider, conversely, the dynamics of the employed executive. It would appear that the personal and behavioral qualities that make an executive successful on the job would also play a strong role in his or her effectiveness in job seeking. David Campbell (1991) of the Center for Creative Leadership gives a comprehensive list of the characteristics required of effective leaders/executives. He discusses leadership characteristics under six categories of tasks which leaders are required to perform. The tasks are vision, empowerment, politics, handling feedback constructively, entrepreneurship and the inter-relationship of tasks.

For the task of vision, which clarifies the overall goals of an organization, the personal characteristics required of the leader include imagination, persuasiveness, farsightedness, and political astuteness. In discussing the task of empowerment, which involves selecting, developing and sharing power with subordinates who are

committed to an organization's goals, Campbell notes that the required characteristics include compassion, sensitivity, psychological insight, trustworthiness, consideration, and the ability to teach, evaluate, and coach. Politics is a task required of leaders in which coalitions both inside and outside of one's organization are forged. The characteristics required to be adept at forging such coalitions include social and political savvy. The leader who is politically savvy is experienced in socially adept behavior. He has the characteristic traits of friendliness, wit, wisdom, and negotiation skills. (These skills are also traits characteristic of the effective sales personality.)

Another leadership task is handling feedback constructively. The effective leader must assess, respond to, and manipulate vast amounts of information, both positive and negative. To do so effectively he needs to have good listening skills, empathy, consideration, a strong self-concept (to endure criticism), a sense of perspective and tenacious follow through. The effective leader/executive must face the task of entrepreneurship which involves finding mutual opportunities and then creating desirable change to take advantage of these opportunities. The characteristic traits to do this effectively include: a sense of daring, a willingness to venture into uncharted territory, enough persuasiveness to recruit others to pursue new directions, and the resilience necessary to persist in the face of setbacks. (One can see how these

traits would fit into an effective job search which is so often characterized by uncharted territory.)

The final task required of leaders that Campbell delineates is what he calls the inter-relationship of tasks. He makes the point that no leader is perfect. One highly desirable talent is the ability to recognize personal weakness and compensate for it. Campbell notes that since no leader is perfect, one highly desirable talent is the ability to compensate for it by using the complementary talent of others. He says that a leader who is aware of personal shortcomings and astute enough to recruit others with complementary characteristics is most likely to be successful. Put in simpler terms, it's important to ask for help when you need assistance. Similarly in an executive job search, this ability to ask for help can be of critical importance. Though the tasks of "job-doing" may be second nature to a successful executive, the tasks of "job-seeking" can be foreign to him. If he is able to recognize his need for assistance and ask for it, he stands a much greater chance of being successful in his search.

The qualities of executive leadership are also described by executive recruiters. These consultants in the trenches of the real world of executive hiring know which personal traits will sell and which ones will not. Ford and Kieffer (1989) list the personality traits required of executive leaders as: unwavering courage,

self-control, a keen sense of justice, definitiveness of decision, definitiveness of plans, the habit of doing more than paid for, a pleasing personality, empathy and understanding, mastery of detail, willingness to assume full responsibility, and cooperation. One can see that these traits are complementary with and similar to the traits listed by Campbell. Ford and Kieffer conclude their list of desired leadership traits by saying that self-esteem is a common thread of all leadership characteristics. They see it as a basis for, and goal of, continuous self-improvement. They see the possession of self-esteem as a condition which fosters an individual's striving to grow and develop. They say that a person who is secure with himself is able to assess himself objectively.

16 PF

Since the focus of this study is the executive manager, the ability to measure the characteristic traits of executives is critically important. More specifically, during an executive's job search an understanding of the level of traits that an executive possesses will give a better understanding of that person's stature as compared to others of his cohort. It would also appear that the stronger one is in managerial traits, the stronger he or she would be able to deal with the problems of unemployment. For

example, if one can measure a person's ego strength, self-assurance, and freedom from tension one will have a greater understanding of that executive's general ability to handle the stress of a job search. The Sixteen Personality Factor Questionnaire (16 PF) is an instrument that measures various personality traits and it is the instrument being used in this research project.

In describing the 16 PF, the Administrator's Manual (1979) states "comprehensive coverage of personality rests upon measurement of 16 functionally independent and psychologically meaningful dimensions isolated and replicated in more than 30 years of factor analytic research on normal and clinical groups." The resulting profile assists the user in understanding and predicting behavior. The personality factors that are measured by the 16 PF, according to the authors, are not unique to the test but instead rest within the context a general theory of personality. The author states that nearly ten years of empirical and factor research preceded the first commercial publication of the test in 1949. Since that time five major revisions as well as supplementary validity scales have been incorporated into the 16 PF.

The 16 PF scales are essentially independent. According to the author, any item in the test contributes to the score on one and only one factor so that no dependencies were introduced at the level of scale construction. The experimentally obtained correlations among the 16 scales are generally quite small so that each scale provides some new piece of information about the person being tested. In addition to

the 16 primary factors, there are second order factors which are derived from the primary factors. The 16 PF is intended for use with a normal population. It has enjoyed extensive use in industrial, social and educational settings. Consequently, its use for this current research with unemployed executives is appropriate.

In reviewing the literature on studies done with 16 PF it was apparent that, though many studies have been done, few studies focused on an executive or managerial population. There was no evidence of any study done with unemployed healthcare executives. For example, of a literature search of 67 studies, only five (Bachtold and Werner, 1972; Kemp, 1982; Lemkau, 1984; Rueter, 1976; Yu, 1972) dealt with an executive/managerial population and only one study (Marshall, 1984) dealt with unemployment. That study, utilizing Holland's typology of personality and environment, investigated the personality differences of unemployed executives who were discharged because of poor job fit (performance or chemistry) with executives discharged for non-performance reasons (cutback, reorganization or merger). Results of the study were non-significant.

Summary

We have reviewed certain elements affecting executive job search. These elements are stress, locus of control, the parallel between job search and sales, the components of executive mentality and the 16 PF as an instrument of executive

personality measurement. In looking at these elements and how they impact and/or describe executive job search, it was evident that there was little published research directing attention to the experience of job search on the part of executives. Rather, research was directed at related, but different, aspects of the problem, i.e. targeting other than executive level populations and focusing more on job loss than on job search. Consequently, the importance of this current research is such that it fills a significant information gap. It adds research data in helping to better understand the ever growing problem of executive unemployment.

CHAPTER III
METHODOLOGY

Samples Employed

This research project is an archival study which utilizes data from an outplacement firm's extensive data base. The focus of the research is an investigation into the correlation between various personality traits and the effectiveness of individual job seeker's job searches. The study uses 352 unemployed executive job seekers as its subject base. The subjects represent all of the outplacement firm's executives who began and completed healthcare job searches during the six year period from 1987 through 1992. Of the 352 subjects 316 are male, 36 are female. Since gender is a variable of presumed significance, consideration was at first given to limiting the research only to the 316 male subjects. However, both genders will be included in the study so that the significance of the gender difference can be tested. Since the outplacement firm specializes in the healthcare industry, inter-industry variation is controlled for. The sample includes four black executives; the remainder are white. This is less than one percent of the sample. We estimate that this underrepresents the black population of unemployed executives since 2.3% of the ACHE are African-American. They are being retained in the study as control variables. However, there are too few to safely draw conclusions about this subgroup.

Instrument used

In measuring the correlation between personality traits of an executive job seeker and the effectiveness of his job search, the instrument of study being used is the Sixteen Personality Factor Questionnaire (16 PF). This instrument gives an extensively researched measurement of personality traits which includes sixteen primary personality factor traits and five second-order personality factor traits. According to the test constructors (Cattell, et al, 1992), comprehensive coverage of personality rests upon measurement of 16 functionally independent and psychologically meaningful dimensions isolated and replicated in more than 30 years of factor-analytic research on normal and clinical groups.

The second-order factors are obtained from various combinations of the primary scales. They provide information at a broader level of understanding than the 16 primary dimensions by explaining personality in terms of fewer, more general, traits.

Scoring of the 16 PF utilizes sten scores. Standardization tables convert raw scores to sten ("standard ten") scores which are distributed over 10 equal-interval standard score points (assuming normal distribution) from 1 through 10 with the population average (or mean) fixed at 5.5. Stens 5 and 6 extend, respectively, a half

standard deviation below and above the mean, constituting the center of the population. Sten scores of 4 through 7 are normally considered average. Low sten scores of 1, 2, 3 and high sten scores of 8, 9, 10 occur far less frequently and are considered to be of greater significance in profile interpretation.

A brief description of the sixteen primary and five second-order factors follows.

Factor A: Sociability (warmth)

Reserved, detached, critical, cool vs. *Warmhearted*, outgoing, attentive to others

People who score low on Factor A tend to be stiff, cool and aloof. They like things rather than people. They are likely to be precise and rigid in their way of doing things. People who score high on Factor A tend to be good-natured, easygoing, attentive to people, adaptable.

Factor B: Intelligence (reasoning ability)

Concrete vs. Abstract

Low scorers tend to be slow to learn and grasp, given to concrete and literal interpretation. High scorers tend to be quick to grasp ideas and relationships between parts and the whole.

Factor C: Ego strength

Affected by feelings, changeable, reactive vs. Emotionally stable, mature, calm

People who score low tend to be low in frustration tolerance for unsatisfactory conditions, fretful, easily annoyed. High scorers tend to be emotionally mature, realistic about life, unruffled.

Factor E: Dominance

Deferential, accommodating vs. *Assertive, dominant, forceful*

Individuals scoring low tend to give way to others, to conform, and are often dependent. Individual scoring high are assertive, self assured, authoritarian.

Factor F: Impulsivity (liveliness)

Serious, restrained, careful vs. *Spontaneous, lively, enthusiastic*

Low scorers tend to be restrained, reticent, introspective. They are sometimes dour and pessimistic. High scorers tend to be cheerful, active, talkative. They may be impulsive and mercurial.

Factor G: Group conformity

Expedient, nonconforming vs. *Conscientious, proper, moralistic*

People who score low tend to be unsteady in purpose. They are often casual and lacking in effort for group undertakings and cultural demands. People who score high tend to be exacting in character, dominated by a sense of duty, persevering, responsible.

Factor H: Adventurousomeness (social boldness)

Shy, timid, threat-sensitive vs. *Socially bold, thick-skinned*

Individuals who score low tend to be shy, withdrawing, cautious. They usually have inferiority feelings. Individuals who score high are sociable, bold, ready to try new things. Their “thick-skinnedness” enables them to face wear and tear in dealing with people and grueling emotional situations without fatigue.

Factor I: Tender-mindedness (sensitivity)

Unsentimental, objective, utilitarian vs. *Sensitive*, intuitive, aesthetic

People who score low tend to have a more utilitarian focus, and tend to be tough, realistic, “down-to-earth,” responsible, cynical. People who score high tend to be emotionally sensitive, are more refined in their interests and tastes. They may have trouble in situations that require objectivity or toughness.

Factor L: Suspiciousness (vigilance)

Trusting, accepting, adaptable vs. *Vigilant*, skeptical, suspicious

People who score low tend to expect fair treatment and good intentions from others. They tend to be good team workers. At the extreme they can be naive. People who score high tend to be vigilant about others’ motives and intentions. They may expect to be misunderstood. Usually they are poor team members.

Factor M: Imagination

Practical, conventional vs. *Imaginative, unconventional*

Low scorers tend to be attentive to practical matters, are concerned over detail, are able to keep their heads in emergencies. High scorers tend to be unconventional, unconcerned over everyday matters. They are often oblivious of particular people and physical realities.

Factor N: Shrewdness (privateness)

Forthright, genuine, unpretentious vs. *Private, discreet, socially alert*

Individuals who score low have a lot of natural warmth, tend to be forthright and self-disclosing. They may be genuine and self-revealing in situations that call for more discretion. Individuals who score high tend to be private and keep personal things to themselves.

Factor O: Apprehension

Self-assured, complacent, secure vs. *Apprehensive, self-doubting, worried*

Persons with low scores tend to be unruffled. They have a mature, un-anxious confidence in themselves and their capacity to deal with things. Persons with high scores have a strong sense of obligation. They tend to worry and feel anxious and guilt-stricken over difficulties. Often they do not feel accepted in groups or free to participate.

Factor Q1: Experimenting (openness to change)

Traditional, conservative vs. *Open to change, liberal*

Low scorers don't question the way things are done. They value adhering to existing practices and tend to avoid making changes. High scorers are inclined to change the status quo. They question the way things are done. They tend to press for change, especially in practices that they question.

Factor Q2: Self sufficiency

Group oriented, affiliative vs. *Self sufficient, self-reliant, resourceful*

Individuals who score low prefer to work and make decisions with other people and like and depend on social approval and admiration. Individuals who score high enjoy their individuality and prefer to make decisions on their own. At the extreme they may have trouble asking for help when they need it.

Factor Q3: Compulsivity (perfectionism)

Flexible, lax, unexacting vs. *Perfectionistic, socially precise*

People who score low have little regard for social demands. They are impetuous and not overly considerate. They can be comfortable in a disorganized setting. People who score high tend to have strong control of their emotions and have a high regard for social reputation. They prefer organized and predictable situations. At the extreme, they can be inflexible and find it hard to deal with the unexpected.

Factor Q4: Tension

Relaxed, patient vs. *Tense, impatient*

Individuals who score low tend to feel relaxed, tranquil, and are slow to become irritable. Extremely low tension can impede action by reducing motivation to change or push oneself. Individuals who score high tend to be tense, restless, impatient and hard driving. They can have low frustration tolerance.

Second Order Factor QI: Extroversion

Introverted vs. *Extroverted*

This factor measures orientation to general social participation: initiating and maintaining social relationships. Low scores indicate introversion. Low scorers tend to spend more time alone than in the company of others. They tend to be less sociable or outgoing. Contributing primary factor poles are A- (reserved), F- (serious), H- (shy), N+ (private), Q2+ (self-reliant). High scores indicate extroversion. High scorers tend to spend more time with others than alone, tend to be more people-oriented. This does not necessarily reflect the quality of the

relationships. Contributing primary factor poles are A+ (warm), F+ (lively), H+ (socially bold), N- (self disclosing), Q2- (group-oriented).

Second Order Factor QII: Anxiety

Low anxiety vs. High anxiety

This factor measures feelings about life and one's ability to cope with its challenges. Low scorers tend to be unperturbed and report few feelings of anxiousness. They may tend to minimize negative affect or be so comfortable that they are not motivated to change. Contributing primary factor poles are C+ (emotionally stable), L- (trusting), O- (self-assured), Q4- (relaxed). High scorers tend to be anxious, experience feelings of tension, agitation, insecurity or emotional dissatisfaction. Contributing primary factor poles are C- (reactive), L+ (vigilant), O+ (apprehensive), Q4+ (tense).

Second Order Factor QIII: Tough poise*Receptive vs. Tough-minded*

This factor measures orientation to new experiences and change. Low scorers tend to enjoy new situations and respond in an open, sensitive way. They may overlook the need to be practical, objective or action-oriented. Contributing primary factor poles are A+ (warm), I+ (sensitive), M+ (abstracted), Q1+ (open to change). High scorers tend to deal with things at a dry, cognitive level. They may not be open to other points of view, to unusual people, or to new experiences. Contributing primary factor poles are A- (reserved), I- (utilitarian), M- (grounded), Q1- (traditional).

Second Order Factor QIV: Independence*Accommodating vs. Independent*

This factor measures the tendency to be accommodating to life and people, versus being active and forceful in attempting to shape events and others. Low scorers are influenced by other people and by external influences. They may be uncomfortable in situations that call for self-expression or assertiveness. Contributing primary factor poles are E- (deferential), H- (timid), L- (trusting), Q1-

(traditional). High scorers are often forceful and willing to challenge the status quo. They seek to influence rather than be influenced. Contributing primary factor poles are E+ (dominant), H+ (bold), L+ (vigilant), Q1+ (open to change).

Second Order Factor QV: Super ego/Control

Unrestrained vs. Self-controlled

This factor measures orientation to internal or environmental constraints on behavior. Low scorers tend to be casual and flexible. They tend to enjoy more unplanned action and “going with the flow.” Contributing primary factor poles are F+ (lively), G- (expedient), M+ (abstracted), Q3- (tolerates disorder). High scorers tend to be self-controlled, organized, planful, predictable. Contributing primary factor poles are F- (serious), G+ (rule-conscious), M- (grounded), Q3+ (perfectionistic).

Though all factors will be studied, special emphasis will be on Factor A (sociability), Factor C (ego strength), Factor E (dominance), Factor H (adventuresomeness), Factor I (sensitivity), Factor O (self-assurance), Factor Q2 (self-sufficiency), and Factor Q4 (tension). Based on the test authors' descriptions, these factors appear to have a significant relationship to the previously enumerated executive leadership traits. Three of the second order factors are also of special interest. These are QI (extroversion), QII (anxiety), and QIV (independence).

The dependent variable is the effectiveness of an individual job seeker's job search. Effectiveness is defined as, and will be measured by, length of job search (in months) and percentage difference in salary from old job to new job.

Utilizing the 16 PF for this purpose is appropriate not only because of the long history of its reliability and validity (Cattell, et al, 1992) but also because of its utility in the study of non-psychiatric populations and occupational settings.

Procedures followed

As an archival study, the procedures to be followed are straightforward. The records of all subjects are on a computer data base. Accuracy of numbers is assured since data are inspected and each data element is carefully scrutinized by the consultant and consulting psychologist as part of the outplacement service. Retrieval of the individuals' 16 PF profiles from file storage is the first task. Maintenance of confidentiality regarding identification is through the use of research identifying code numbers which are related to, but different from, the outplacement firm's own numbering system. This twice removed identification system makes personal identification of individual profiles difficult to trace, even with authorized access to the original data base. Without authorized access, personal identification is virtually impossible.

Data analysis

After gathering the 16 PF data, statistical analysis is performed, measuring firstly simple correlations of the variables. Then multiple regression analysis is performed following the guidelines of Wampold and Freund (1987). Control variables (age, gender, race) and organizational ties (tenure, severance) will also be included in the analysis in order to measure their significance as confounding

variables. The result of the analysis will point out the correlations between the independent variables of personality traits, control variables, and organizational ties, and the dependent variables of job search effectiveness. It is expected that the alternate hypothesis, in which there is a positive correlation between certain personality traits and effectiveness in job search outcome, will be corroborated. If these are the actual results of the study, there would be two major significant conclusions. The primary conclusion is that one could predict with a certain level of confidence at the beginning of an individual's job search the relative ease or difficulty that he/she will encounter. Given that knowledge prior to the beginning of an ongoing outplacement consulting program, individual program modifications could be made to meet an individual job seeking executive's own personal needs regarding his own personal strengths or deficiencies in various job seeking skills. For example, an executive who scores on the higher end of Factor O, indicating apprehensiveness, could receive specialized counsel (encouragement, in Adlerian terms) to minimize those feelings. By reinforcing areas of executive strength, the self-assurance pole of Factor O could be developed.

From a research standpoint the second conclusion would be that it would add to the validation studies of the 16 PF. Though current validation studies are extensive, the application of the 16 PF to unemployed executives has not been the focus of much attention to date. Of the 1815 studies listed in the Handbook for the

16 PF (Cattell, 1992) only seven dealt specifically with unemployment (Hochman, 1967; Lawlis, 1967, 1968, 1971, 1971, 1971; MacLean, 1973). None of them focused on executive unemployment.

CHAPTER IV
RESULTS

This chapter delineates the statistical findings on the data base. The findings are divided into two major categories, correlations and multiple regressions. The statistical analyses initially focus on the correlations between the 16 PF factors and length of job search. Other variables of interest include age, tenure, and length of severance in months.¹

Before reporting the correlations and multiple regressions, it will be helpful to report the descriptive statistics. These are presented in the following sequence: length of job search and salary difference, length of severance in months, age of subjects, years tenure on previous job, and the 16 PF factors.

Length of job search and salary difference

The dependent variables are length of job search in months and percentage difference in salary from old job to new job. As noted in Table 1, the maximum search time was 44 months. The minimum length of search was 0.5 months. Though the mean length of search was 7.4 months, a more useful measure is the median - which shows that half of the sample found jobs in 5.75 months or less. As noted, the data base is primarily male subjects. Females account for about ten

¹ A significant point to keep in mind is that the names of the 16PF factors are labels rather than accurate descriptions of the constructs being measured. This will be discussed at greater length below. It is mentioned at this point to alert the reader that initial confusion regarding some of the factor correlations is only apparent.

percent of the population. Table 2 shows the salary difference, as a percentage, from old job to new job.

Table 1
Length of Search in Months

Maximum	44	N=	352
Minimum	0.5	male=	316
Mean	7.4	female=	36
Median	5.7		
Mode	3		
Stand dev	5.9		

Figure 1 illustrates the broad range involved in the subjects' length of their searches as well as the infrequency of searches that extended beyond one year.

Figure 2 illustrates the distribution of the range of search time.

Table 2
Percentage Salary Difference from Old Job to New

Maximum	1.25
Minimum	-0.73
Mean	-0.04
Median	0.0
Mode	0.0
Stand dev	0.25

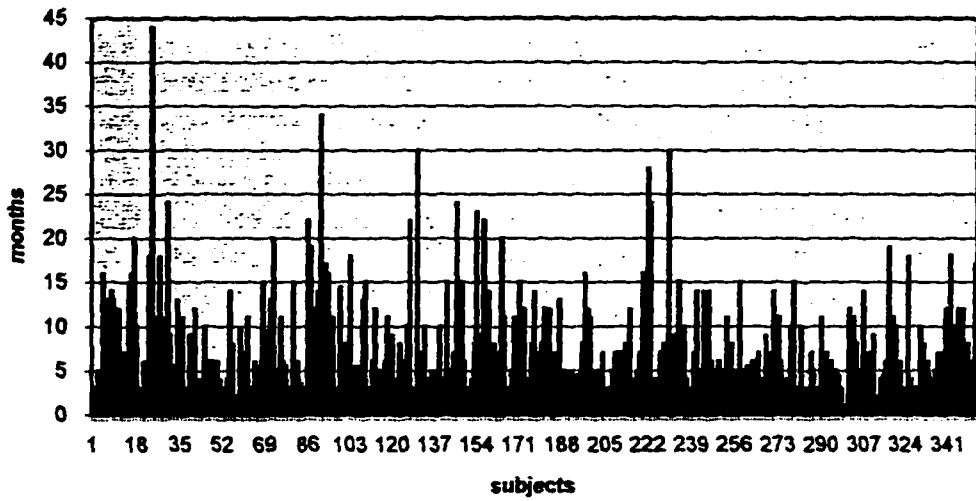


Figure 1. Length of job search in months

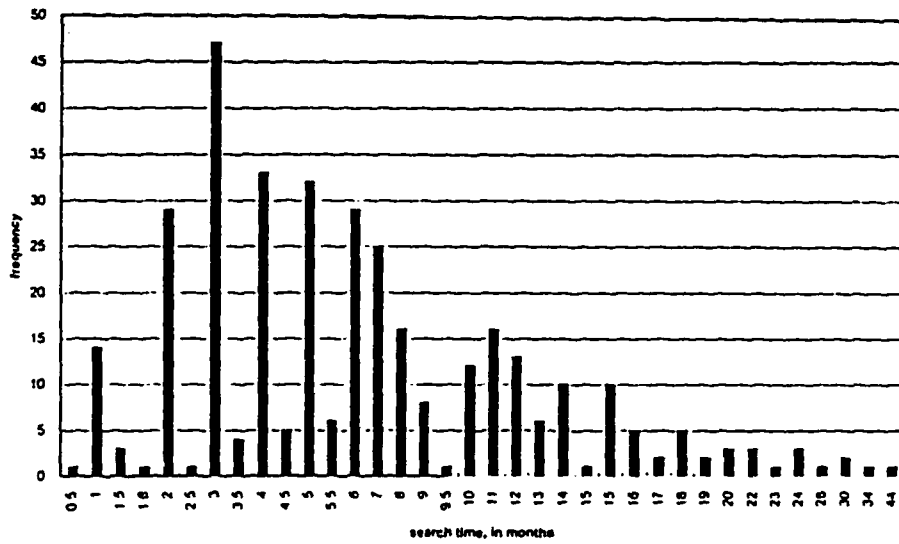


Figure 2. Distribution of length of search time

Length of severance in months

As noted in Table 3, the length of severance that subjects received from their prior employers ranged from a minimum of one month to a maximum of 48 months.

The mean was 8.6 months. The median and the mode did not differ significantly from the mean at 7.0 and 6.0 months respectively.

Table 3
Length of Severance in Months

Maximum	48
Minimum	1
Mean	8.6
Median	7
Mode	6
Stand dev	5.1

Figure 3 shows the frequency distribution of severance payments. Figure 4 illustrates the range of severance payments that the subjects received as well as the infrequency of severance which extended beyond one year.

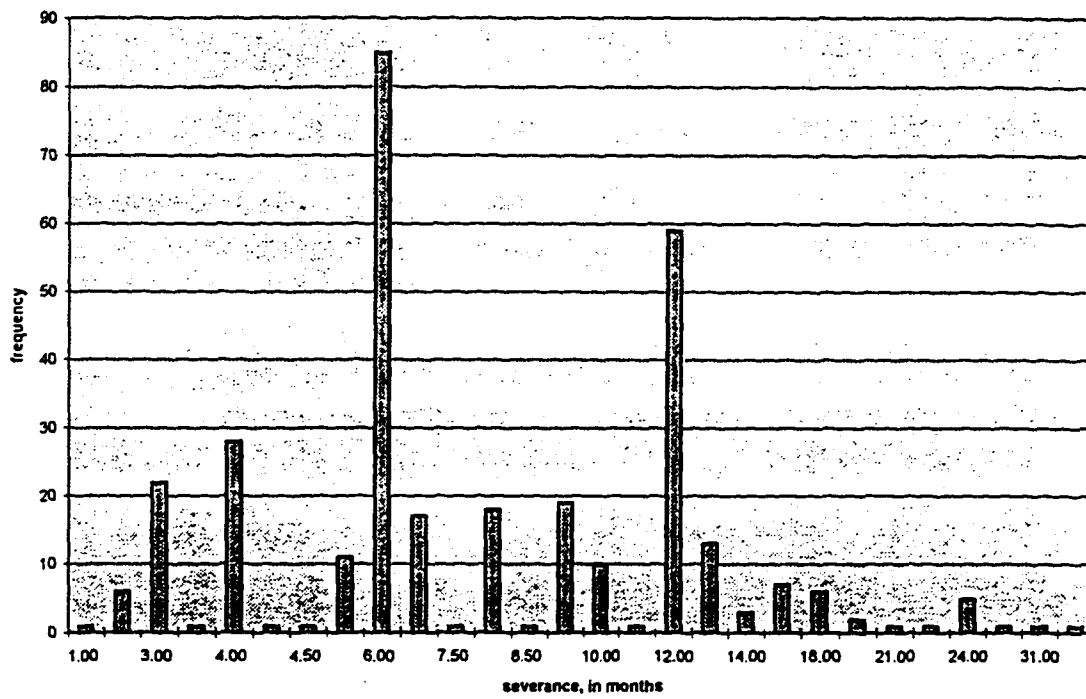


Figure 3. Distribution of severance payments

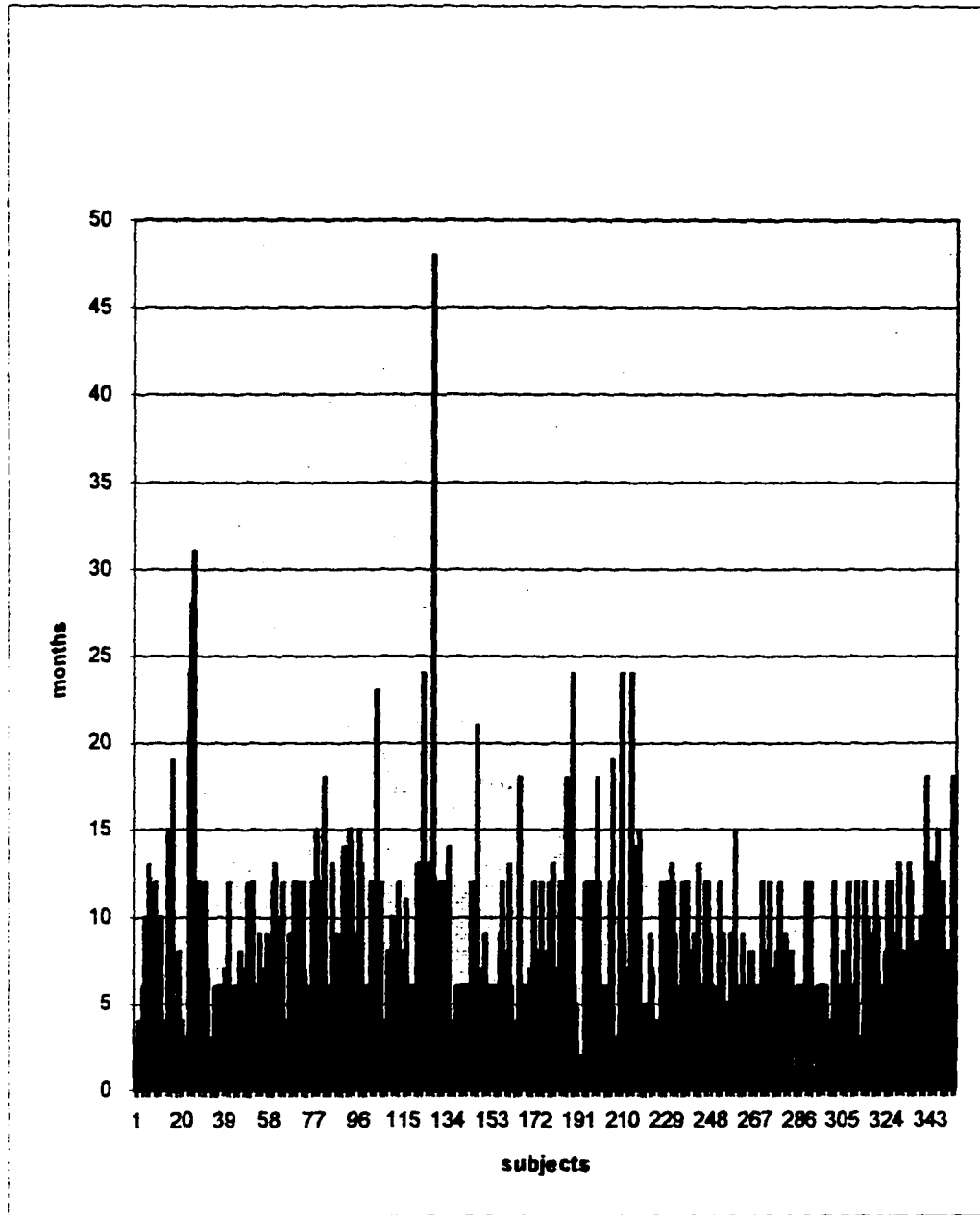


Figure 4. Length of severance payments in months

Ages of subjects

Though the subjects range in age from 28 to 65 years, subjects on average were 43 years old as noted in Table 4.

Table 4
Ages of subjects

Maximum	65
Minimum	28
Mean	43.6
Median	43
Mode	43
Stand dev	6.5

Years tenure on previous job

As indicated in Table 5, the mean tenure on the old job was 7.1 years. The median was 6 years. The range of tenure was from 0.25 to 28 years.

Table 5.
Tenure in years on previous job

Maximum	28
Minimum	0.25
Mean	7.07
Median	6
Mode	2
Stand dev	5.30

16 PF factors

Appendix A presents the descriptive statistics for each of the 16 PF factors. All but two of the 16 primary and five second order factors had sten scores ranging from a minimum of one to a maximum of ten. The mean was in the midrange, 5 or 6. The two exceptions were Factors B and QIV. Factor B, which measures intelligence, had a minimum sten score of 3 and a mean of 7.9. Factor QIV (independence/female) had a minimum sten score of 3.4 and a mean of 7.4.

Correlations

The initial correlations run are those of the dependent variable, length of search in months, with the independent variables, length of severance, age, and tenure. As noted in Table 6, the highest correlation using the total sample is 0.36 between length of search in months and severance in months. This is followed by age at 0.22 and tenure on old job at 0.16.

Table 6.
Demographic correlations with length of search

Correlation of length of search with:

length of severance	0.36
age	0.22
tenure on previous job	0.16

The correlations were run three additional times with three different filters to exclude outliers. The first filter excluded five subjects who were beyond three standard deviations in length of search. The second filter excluded seven subjects beyond three standard deviations in length of severance, and the third filter excluded the combined outliers in both of these variables. As noted in Table 7, the filtered correlations did not differ significantly from the correlations of the total sample.

Table 7.
Filtered correlations beyond three standard deviations

	Total sample N=352	Filtered* N=347	Filtered** N=345	Filtered*** N=340
severance in months	0.36	0.37	0.37	0.37
age	0.22	0.21	0.21	0.21
tenure on old job	0.16	0.14	0.15	0.15

*Filtered to exclude subjects (5) beyond 3SD in
months length of search

**Filtered to exclude subjects (7) beyond 3SD in
months length of severance

***Filtered to exclude subjects (12) beyond 3SD in
months length of search and
months length of severance

16 PF Correlations

Appendix B presents two correlation tables of the 16 PF factors with length of search in months. The first table lists the factors in the order of the 16 PF instrument with the 16 primary factors listed first, followed by the five second-order factors. The second table is a sorted list of correlations. It lists the 16 PF factors in order of highest negative correlation to highest positive correlation. In both tables there are also listed filtered correlations which exclude outliers beyond three standard deviations in length of search and length of severance.

The highest 16 PF factor correlation with length of search in months is a negative correlation of -0.30 on Factor QIV/f (independence/female). It should be noted that the factors hypothesized as being of significance in their correlation with length of search (Factors A, C, E, H, I, O, Q2, and Q4) all fell within the range of -0.10 to 0.08 correlations – which means they are not significantly correlated. The filtered correlations were not significantly different from the total sample correlations.

Multiple Regressions

To test the hypothesis that certain 16 PF factors are influential in explaining success in executive job search (as defined by length of search and difference in salary from old job to new), four multiple regression analyses were performed. The first regression was performed on twenty-one independent variables with the dependent variable being months length of search (Appendix D). Independent variables included in addition to the 16 primary factors of the 16 PF were age, tenure, gender, race, and months of severance. As noted on Table 8, the multiple R is 0.47 and R square is 0.22.

Four of the twenty-one independent variables were significant at $p < 0.05$. They were months of severance, age, Factor O (apprehensiveness), and Factor M (imagination). The highest Beta was months of severance at 0.30 and $p < 0.001$. The second highest was Factor O with a Beta of -0.18 and $p < 0.005$. Factor M and age were about equal with Betas of 0.13 and 0.12 respectively. Both had $p = 0.02$. In addition Factor H (adventuresomeness) was marginally significant ($p < 0.052$) with a Beta of -0.14.

Thus, using these measures, length of job search increases with the number of months of severance provided and being older. But length of job search is reduced

by having high apprehension scores, i.e., being worried and anxious and by having low imagination scores, i.e., being practical and detail minded.

Table 8.
First regression analysis: 16 PF primary factors plus age, tenure, gender, race and months severance

Multiple R		.47142	
R Square		.22224	
Adjusted R Square		.17274	
Standard Error		5.34871	
Analysis of Variance			
	DF	Sum of Squares	Mean Square
Regression	21	2697.61526	128.45787
Residual	330	9440.88190	28.60873
F = 4.49016		Signif F=.0001	

Note. Dependent variable: length of search in months

The second regression analysis (Appendix E) was performed on ten independent variables with the dependent variable, months length of search. Independent variables included the five second-order factors of the 16 PF plus age, tenure, gender, race, and months of severance.² As noted in Table 9, the multiple R is 0.41 and R square is 0.17.

² To avoid multicollinearity, the regression on the second-order factors was run separately from the 16 primary factor regression.

Two of the ten independent variables were significant at $p < 0.05$. They were months severance with a Beta of 0.31 and $p < 0.001$ and age with a Beta of 0.12 and $p = 0.02$. Using these measures, job search lengthens as severance and age increase.

Table 9.

Second regression analysis: 16 PF second-order factors plus age, tenure, gender, race and months severance

Multiple R		.41431	
R Square		.17166	
Adjusted R Square		.14736	
Standard Error		5.43014	
Analysis of Variance			
	DF	Sum of Squares	Mean Square
Regression	10	2083.64270	208.36427
Residual	341	10054.85446	29.48638
F = 7.06646		Signif F = .0001	

Note. Dependent variable: length of search in months

The preceding regression analyses were performed with the dependent variable, length of search in months. The following regression analyses are performed on the second dependent variable, salary difference from old job to new job calculated as a percentage.

This third regression analysis was performed on twenty-one independent variables with the dependent variable being salary difference from old job to new job (Appendix F). Independent variables included in addition to the 16 primary factors of the 16 PF were age, tenure, gender, race, and months of severance. As noted on Table 10, the multiple R is 0.35 and R Square is 0.12. Only two of the twenty-one independent variables registered at $p < 0.05$. They were age, with a Beta of -0.23 ($p < 0.0002$) and Factor Q1 (openness to change) with a Beta of 0.14 ($p < 0.02$). The results indicate that higher salaries are attained if candidates are younger and are open to, and press for, change.

Table 10.
Third regression analysis: 16 PF primary factors plus age, tenure, gender, race, and months severance

Multiple R		.35417	
R Square		.12544	
Adjusted R Square		.06978	
Standard Error		24.17445	
Analysis of Variance			
	DF	Sum of Squares	Mean Square
Regression	21	27660.10253	1317.14774
Residual	330	192853.32644	584.40402
F = 2.25383		Signif F=.0015	

Note. Dependent variable: Salary difference

The fourth regression analysis was performed on ten independent variables with the dependent variable being salary difference from old job to new job (Appendix G). Independent variables included the five second-order factors of the 16 PF plus age, tenure, gender, race, and months of severance. As noted in Table 11, the multiple R is 0.32 and R square is 0.10. Two of the ten independent variables were significant at $p < 0.05$. They were age with a Beta of -0.23 and $p < 0.001$ and independence with a Beta of 0.20 and $p < 0.002$. The results indicate that, similar to the preceding regression, higher salaries are attained if candidates are younger, more forceful, and are willing to challenge the status quo.

Table 11.
Fourth regression analysis: 16 PF second-order factors plus age, tenure, gender, race, and months severance

Multiple R		.31694	
R Square		.10045	
Adjusted R Square		.07407	
Standard Error		24.11866	
Analysis of Variance			
	DF	Sum of Squares	Mean Square
Regression	10	22150.47452	2215.04745
Residual	341	198362.95446	581.70954
F = 3.80782		Signif F=.0001	

Note. Dependent variable: Salary difference

Summary

The results of the four regression analyses indicate that executive job seekers who are younger, more aggressive and have shorter severance pay will tend to take a shorter time to find a new job, and those jobs will tend to be higher paying. The factor that accounts for most of the variance in length of job search is length of severance.

CHAPTER V

DISCUSSION

The results of the data analysis were not entirely as expected. The hypothesis was that certain 16 PF factors would be significantly correlated with effectiveness of job search in terms of length of search and increase (or decrease) in salary. Specifically, factors A (sociability), C (ego strength), E (dominance), H (adventuresomeness), I (sensitivity), O (apprehension), Q2 (self sufficiency), and Q4 (tension) were hypothesized to be predictors in understanding the dependent variables of length of search and salary increase. Additionally, it was hypothesized that the second order factors of extroversion, anxiety and independence would also show some correlation. Contrary to expectations most of these factors were insignificantly related to length of search or salary increase. Only one significant factor was associated with length of job search: apprehension. Likewise, only one second order factor was associated with salary increase: independence. The independent demographic variable, age, the organizational ties, tenure and severance were thought to be of lesser significance in their correlation with length of search and salary increase.

Of all the independent variables, length of severance had the highest coefficient associated with length of search. This was the consistent result in both regressions performed for length of job search. The second highest coefficient was age. The emerging picture is that the job search factors that most significantly contribute to the length of a person's job search are whether or not there is a steady

stream of income afforded. In addition, older executives on average tend to take longer to get jobs. This may be reflective of ageism in our society, but our other personality related findings may shed additional light on this.

We showed that, as predicted, personalities that are relatively self-assured have shorter search periods. In addition, we learned that executives high in the practical (non-imagination) factor had shorter search times. Taken together these findings suggest that a mindset can definitely affect the length of job search.

When the regressions were run with the second dependent variable, percentage of salary increase (or decrease), only the demographic variable, age, and two of the 16 PF factors, independence and Q1 (openness to change), were significant. It would seem to stand to reason that in a society valuing youthfulness, forcefulness and openness to challenge, those qualities will evidence higher salaries. One needs only to note the current trend for organizations to offer early retirement buyouts to their older executives.

Outliers

Since there was such a broad range of difference between the mean and the maximum in both months length of severance and months length of search, the question arose as to whether the correlations would be significantly different if outliers were deleted from the correlation runs. Consequently, the correlations were run filtering out subjects beyond three standard deviations. Results were insignificantly different. This suggests the strength of the original findings, namely that length of search is highly correlated with length of severance. The 16 PF correlations were not significantly different with or without the filtering, suggesting that divergent individuals who were outliers did not skew the results.

Conclusion

The overall results of this research suggest that length of search is primarily correlated with length of severance. Most of the 16 PF scores did not contribute significantly to being predictive of an executive job seeker's length of search. However, O, M, and to a lesser degree, H were predictive of length of search, and Q1

was predictive of salary increase. Thus some, but not all, factors can suggest to counselors features to focus on in assisting clients.

Simply put, more primitive or basic factors in personality appear to operate when a person is under stress. Under the pressure of a job search, a person who is economically secure may tend to put off his or her job search. This appears to be an immature coping pattern for previously successful executives. Yet it reflects a deep seated discomfort when the work life task is suspended. This is to be expected since in our American culture, one's work and one's personal identity are often intertwined, if not identified – especially at the executive/professional level. And since self-esteem is often affected by social comparisons, executive job loss is not just an economic hardship. It can be a crucial blow to one's very self-concept. The natural reaction to such an affront can be the classical fight or flight response. Given the personal fragility of executive unemployment, the fight response (an aggressive job search) does not come easily. The flight response (e.g., retreat into a make believe role of “consulting”) can be much easier for some executives to adopt.

Consequently, one could safely consider that there may frequently be a facade to the executive image. When an executive is employed and is in a position of authority and control, things go well. When such an executive becomes unemployed and finds himself in a job search, more basic coping behaviors can come into play. The executive's need to project an image of self-control and professional stature is

strong. As long as there is regular income in the form of severance pay, he can avoid the embarrassment of looking for a job and maintain his professional image.

The severity of the problem of executive unemployment cannot be overlooked. What is at issue here is not simply an example of one facet of organizational or industrial psychology. What is being played out is a clinical issue of deep and vast proportions. The activity of work is of primary and critical focus to each person's sense of mental and emotional well-being. For Freud love and work were the cornerstones of human activity. For Alfred Adler work was one of the three life tasks, along with love and friendship. When the work life task is unsatisfactory or suspended, a dysfunctional response in some people is inevitable. At the very least, loss of employment is a psycho-social stressor.

The response to unemployment by individual executives who have lost their jobs runs the gamut on a continuum from mature problem solving behavior to acute anxiety and/or clinical depression. What is being played out need not be a cause/effect relationship and one cannot say that job loss causes anxiety or depression. Though our proclivity to search for a cause/effect relationship suggests a desire to simplify our understanding of executive job loss, it just is not accurate. Daily living is a process. We all develop coping skills to adjust to our daily routine and mask our weaknesses and deficiencies. For example, an abrasive person may become a successful trial attorney who is rewarded for his combative style. Or again,

an arrogant narcissist may become a successful executive power broker. What is happening is that required or admired work behaviors cover dysfunctional behavioral traits. The job becomes a facade to mask personal and interpersonal deficiencies. When one's job and status are removed, the mask is removed and the real personality is seen.

Those who work more effectively in their job searches are those who had little to hide in the first place. They are the people who are comfortable and confident in their skills whether they are working or not. Their executive position and title denotes their function. But it does not define their personality or serve as a mask or facade.

Issues for further research

Given the complex nature of predicting success in a job search, it would well serve the issue of understanding job search factors by investigating as many variables as possible. The current study, by design, confined itself to a limited number of factors which included one personality inventory and limited demographic variables and organizational ties. However, a larger data set is available. These include other personality inventories and instruments which focus on projective material including

a sentence completion test and a self portrait project. Further research could incorporate this data to increase the understanding of possible factors of significance.

A large amount of demographic data is also available including information on family background, marital status, incidence of family of origin discord and alcoholism. Early background data on academic achievement and motivation could be utilized to see its influence on current job seeking behaviors. More subjects are needed for definitive studies of the impact of race and gender on success in outplacement.

Another area for study could focus on the significance of severance pay contingency. To what extent is personal motivation affected when severance pay is discontinued when a new job is accepted before the conclusion of the severance period – when, for example, an executive accepts a new job after four months of search and then loses the remaining eight of the twelve months severance he had been awarded.

The possible influence of geography could also be investigated. Does an executive from a certain part of the country have any advantage in his or her job search over an executive from a different location? Do rural executives have significantly different job searches than executives from major metropolitan areas?

Finally, it could be significant to research the job search similarities and/or differences between executives from healthcare and non-healthcare backgrounds.

Whether the current research data with healthcare executives can be applied to executives from other fields is a major issue in understanding the generalizability of personality factors involved in senior level job searches.

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APPENDICES

APPENDIX A

16 PF Statistics

Factor A: Sociability

Maximum	10
Minimum	1
Mean	6.65909
Median	7
Mode	7
Stand dev	2.02202

Factor B: Reasoning
ability

Maximum	10
Minimum	3
Mean	7.93182
Median	8
Mode	9
Stand dev	1.551

Factor C: Ego Strength

Maximum	10
Minimum	1
Mean	5.68182
Median	6
Mode	7
Stand dev	1.777

Factor E: Dominance

Maximum	10
Minimum	1
Mean	6.90909
Median	7
Mode	7
Stand dev	1.92086

Factor F: Impulsivity

Maximum	11
Minimum	1
Mean	5.85795
Median	6
Mode	6
Stand dev	1.956

Factor G: Conformity

Maximum	10
Minimum	1
Mean	5.7983
Median	6
Mode	6
Stand dev	1.73999

Factor H:
Adventuresomeness

Maximum	10
Minimum	1
Mean	6.85227
Median	7
Mode	7
Stand dev	1.99309

Factor I: Sensitivity

Maximum	10
Minimum	1
Mean	6.05398
Median	6
Mode	6
Stand dev	1.97129

Factor L: Suspiciousness

Maximum	10
Minimum	1
Mean	5.30966
Median	5
Mode	5
Stand dev	1.7873

Factor M: Imagination

Maximum	10
Minimum	1
Mean	6.15625
Median	6
Mode	6
Stand dev	1.65759

Factor N: Shrewdness

Maximum	10
Minimum	1
Mean	5.09375
Median	5
Mode	4
Stand dev	1.94944

Factor O: Apprehension

Maximum	10
Minimum	1
Mean	4.80682
Median	5
Mode	4
Stand dev	1.82797

Factor Q1: Openness to
change

Maximum	10
Minimum	1
Mean	5.53125
Median	6
Mode	6
Stand dev	2.04205

Factor Q2: Self
sufficiency

Maximum	10
Minimum	1
Mean	5.58807
Median	6
Mode	6
Stand dev	1.76324

Factor Q3: Compulsivity

Maximum	10
Minimum	1
Mean	5.72159
Median	6
Mode	6
Stand dev	1.60192

Factor Q4: Tension

Maximum	11
Minimum	2
Mean	5.69034
Median	5
Mode	5
Stand dev	2.00941

2nd Order Factor QI: Extroversion

Maximum	11.29
Minimum	0.35
Mean	6.40818
Median	6.605
Mode	6.63
Stand dev	1.9707

2nd Order Factor QII:
Anxiety

Maximum	9.72
Minimum	0.18
Mean	5.0627
Median	4.875
Mode	5.49
Stand dev	1.7663

2nd Order Factor QIII/m: Tough
poise/male

Maximum	9.09
Minimum	0.46
Mean	4.63244
Median	4.63
Mode	3.75
Stand dev	1.72272

2nd Order Factor QIII/f: Tough
poise/female

Maximum	9.08
Minimum	2.06
Mean	6.42611
Median	6.625
Mode	6.67
Stand dev	1.7308

2nd Order Factor QIV/m:
Independence/male

Maximum	11.74
Minimum	0.69
Mean	6.68968
Median	6.86
Mode	5.35
Stand dev	1.92065

2nd Order Factor QIV/f:
Independence/female

Maximum	10.38
Minimum	3.4
Mean	7.44472
Median	7.54
Mode	#N/A
Stand dev	1.67841

2nd Order Factor QV: Super
ego/control

Maximum	10
Minimum	1
Mean	5.68182
Median	6
Mode	7
Stand dev	1.777

APPENDIX B

16 PF Correlations

Correlations of 16 PF factors with length of search in months

		Total pop.		
		N=352	Filtered* N=347	Filtered** N=345
A	Sociability	-0.02	-0.03	-0.02
B	Intelligence	0.11	0.08	0.11
C	Ego Strength	-0.01	-0.06	-0.02
E	Dominance	-0.06	-0.08	-0.07
F	Impulsivity	-0.05	-0.04	-0.06
G	Conformity	0.05	0.08	0.04
H	Adventuresomeness	-0.1	-0.11	-0.11
I	Tendermindedness	0.08	0.01	0.08
L	Suspiciousness	0.01	-0.01	0.02
M	Imagination	0.17	0.14	0.16
N	Shrewdness	0.08	0.09	0.07
O	Apprehensive	-0.06	-0.05	-0.06
Q1	Experimenting	-0.03	-0.04	-0.04
Q2	Self-sufficiency	0.05	0.07	0.06
Q3	Compulsivity	-0.06	-0.05	-0.07
Q4	Tension	0.06	0.07	0.07
QI	Extroversion	-0.08	-0.09	-0.08
QII	Anxiety	0.03	0.04	0.03
QIII/m	Tough poise/male	-0.12	-0.05	-0.12
QIII/f	Tough poise/female	-0.26	-0.26	-0.26
QIV/m	Independence/male	-0.04	-0.06	-0.04
QIV/f	Independence/female	-0.3	-0.31	-0.31
QV	Super ego/control	-0.03	-0.02	-0.03

*Filtered to exclude subjects (5) beyond 3SD in
months length of search

**Filtered to exclude subjects (7) beyond 3SD in
months length of severance

Sorted correlations of 16 PF factors with length of search in mont

		Total pop.	Filtered*	
		N=352	N=347	Filtered** N=345
QIV/f	Independence/female	-0.3	-0.31	-0.31
QIII/f	Tough poise/female	-0.26	-0.26	-0.26
QIII/m	Tough poise/male	-0.12	-0.05	-0.12
H	Adventuresomeness	-0.1	-0.11	-0.11
QI	Extroversion	-0.08	-0.09	-0.08
E	Dominance	-0.06	-0.08	-0.07
O	Apprehensive	-0.06	-0.05	-0.06
Q3	Compulsivity	-0.06	-0.05	-0.07
F	Impulsivity	-0.05	-0.04	-0.06
QIV/m	Independence/male	-0.04	-0.06	-0.04
Q1	Experimenting	-0.03	-0.04	-0.04
QV	Super ego/control	-0.03	-0.02	-0.03
A	Sociability	-0.02	-0.03	-0.02
C	Ego Strength	-0.01	-0.06	-0.02
L	Suspiciousness	0.01	-0.01	0.02
QII	Anxiety	0.03	0.04	0.03
G	Conformity	0.05	0.08	0.04
Q2	Self-sufficiency	0.05	0.07	0.06
Q4	Tension	0.06	0.07	0.07
I	Tendermindedness	0.08	0.01	0.08
N	Shrewdness	0.08	0.09	0.07
B	Intelligence	0.11	0.08	0.11
M	Imagination	0.17	0.14	0.16

*Filtered to exclude subjects (5) beyond 3SD in
months length of search

**Filtered to exclude subjects (7) beyond 3SD in
months length of severance

APPENDIX C

16 PF Correlation Matrix Table

16 PF Correlation Matrix Table												
(includes variables: age, tenure, gender, race, months severance, months search, salary difference)												
	Age	Tenure	Gender	Race	Mnth ^s sev	Mnth ^s srch	Salary dif	Factor A	Factor B	Factor C	Factor E	Factor F
Age												
Tenure	*** 0.1865											
Gender	-0.0967	-0.002										
Race	0.029	-0.0744	-0.0405									
Mths sev	*** 0.2284	0.1546	-0.1468	-0.0236								
Mths srch	*** 0.2163	**0.1698	-0.0649	-0.0252	*** 0.3562							
Salary dif	***-0.2507	-0.0639	0.0941	0.009	* -.1243	***-.2645						
Factor A	0.0947	-0.0085	0.0013	0.0678	0.058	-0.0266	-0.076					
Factor B	-0.0532	-0.0487	-0.0699	-0.0257	0.0836	* 0.1138	0.0162	-0.071				
Factor C	-0.0307	0.0033	0.0552	-0.0732	-0.0091	-0.0143	0.0409	0.0815	0.0066			
Factor E	-0.0482	-0.0932	0.0747	0.0808	-0.0107	-0.0664	*.1255	* 0.1211	0.0123	0.0725		
Factor F	-0.0144	0.0174	0.0725	-0.0527	-0.039	-0.056	0.0994	*** 0.314	-0.0004	*** 0.196	*** 0.2961	
Factor G	0.0098	0.0103	-0.0741	-0.0137	0.0645	0.0016	-0.0254	0.0662	-0.0716	-0.0033	-0.0967	-0.0637
Factor H	0.0912	* -0.1126	0.0957	-0.0152	0.0154	-0.1039	0.0253	*** 0.3685	-0.0309	*** 0.3318	0.3202	*** 0.55
Factor I	0.0804	-0.0522	* -0.1236	0.0455	0.06	0.0761	0.0142	0.0725	0.1717	* -0.1049	-0.028	-0.0002
Factor L	-0.0941	0.0141	0.1778	0.0195	-0.0479	0.0137	0.0481	-0.0558	0.0138	-0.2909	*** 0.2414	0.0941
Factor M	*** 0.1964	-0.0536	* -0.1055	0.0177	0.0701	** 0.1704	-0.0518	-0.041	* 0.115	0.0537	-0.0268	-0.0924
Factor N	-0.0606	-0.018	-0.18	-0.0058	0.0931	0.0827	-0.0623	-0.0902	-0.0459	-0.1188	***-0.3424	***-0.3066
Factor O	-0.0471	0.0719	-0.0156	-0.0268	0.0166	-0.0595	0.001	-0.0649	-0.085	***-0.4873	* -0.1146	* -0.1304
Factor Q1	0.024	-0.1015	0.142	0.0158	-0.0372	-0.0345	** 1683	0.0012	0.0232	0.075	0.3116	*** 0.2308
Factor Q2	* -0.1345	0.0128	0.0523	-0.0265	-0.0796	0.0533	0.0412	-0.3487	0.0532	-0.0692	* -0.1238	*** -0.4061
Factor Q3	0.0017	0.0162	* 0.1174	0.0209	-0.0308	-0.0657	0.0569	-0.0347	-0.057	0.1169	*** -0.2443	-0.089
Factor Q4	0.0682	* 0.1129	-0.0741	-0.0054	0.0604	0.0635	-0.065	-0.059	-0.0333	***-0.5407	0.0894	-0.1591
Extroversi	* 0.1132	-0.0451	0.0352	0.0239	0.0478	-0.0495	-0.0342	*** 0.583	-0.0371	*** 0.1963	*** 0.2743	*** 0.7245
Anxiety	-0.0131	0.0679	-0.0701	0.0139	0.0109	0.0388	0.0055	-0.0777	-0.0534	***-0.6941	0.0073	-0.1627
T. poise	-0.1778	0.071	***0.3076	-0.0828	* -0.1301	** -0.1442	0.0321	-0.1647	-0.1414	0.0867	0.0746	*** 0.1907
Indpndnce	-0.0092	-0.1029	* 0.1185	0.0305	-0.0299	-0.0805	** 1475	*** 0.1876	0.034	*** 0.1931	*** 0.8129	0.4655
Control	0.0063	0.0243	0.0219	0.0161	0.0331	-0.0279	-0.0004	0.0428	-0.0672	0.0643	***-0.1852	-0.0773
Note:	* p < .05											
	** p < .01											
	*** p < .001											

	Factor G	Factor H	Factor I	Factor L	Factor M	Factor N	Factor O	Factor Q1	Factor Q2	Factor Q3	Factor Q4	Extroversion	Anxiety
	-0.0554												
	*** -0.2277	0.0006											
	-0.0266	-0.0815	0.0235										
	*** -0.1915	0.0329	*** 0.2171	-0.0673									
	0.1702	***-0.3029	-0.048	-0.1425	-0.0513								
	0.0397	***-0.3597	0.0756	*** 0.2346	-0.0192	* 0.129							
	-0.1798	0.1824	0.0176	0.1414	0.0512	***-0.3375	-0.0327						
	-0.0021	***-0.4268	0.0646	0.0415	0.0192	0.0983	* 0.1335	0.0182					
	*** 0.3723	-0.0058	-0.1675	* -0.137	***-0.2089	* 0.1288	***-0.2188	-0.1524	0.0309				
	-0.044	***-0.3053	0.0819	*** 0.3639	-0.0308	0.0431	*** 0.5351	-0.0681	* 0.132	***-0.2596			
	-0.043	*** 0.7209	-0.0193	-0.0112	-0.026	***-0.2493	*** 0.2301	* 0.1333	*** -0.6768	-0.0842	-0.1834		
	-0.0237	***-0.4102	* 0.1157	*** 0.3901	-0.0152	0.0761	*** 0.6999	-0.0675	* 0.1213	***-0.3059	*** 0.7512	***-0.2278	
	*** 0.2097	0.0301	*** -0.8096	0.0689	***-0.5654	0.0177	-0.0586	-0.1214	-0.0765	*** 0.1904	-0.0597	0.0609	-0.0896
	***-0.2482	*** 0.5843	0.042	*** 0.2778	0.062	***-0.5144	***-0.2829	*** 0.5674	***-0.1441	***-0.2302	-0.0692	*** 0.4419	-0.1836
	*** 0.8675	-0.0338	*** -0.2287	-0.1	*** -0.2457	0.1691	-0.0778	*** 0.2085	0.0127	*** 0.7478	-0.1495	-0.0621	-0.1673

APPENDIX D

Regression: 16 PF primary factors, control variables, organizational ties /
length of search in months

*** MULTIPLE REGRESSION ***

Equation Number 1 Dependent Variable.. MOSEARCH
----- Variables in the Equation -----

Variable	B	SE B	Beta	T	Sig T
Q4	.157854	.199844	.053938	.790	.4302
RACE	-.547597	2.465723	-.011035	-.222	.8244
M	.453198	.189332	.127743	2.394	.0172
N	.221231	.171252	.073337	1.292	.1973
B	.244844	.191974	.064576	1.275	.2031
A	.011214	.160940	.003856	.070	.9445
TENURE	.108047	.057971	.096804	1.864	.0632
MOSEVERN	.325544	.055686	.302042	5.846	.0000
GENDER	.704878	1.025287	.036371	.687	.4923
G	.121746	.188688	.036023	.645	.5192
I	.060051	.158400	.020130	.379	.7049
AGE	.114014	.048854	.125757	2.334	.0202
Q1	.003610	.159193	.001253	.023	.9819
Q2	.205541	.194680	.061628	1.056	.2918
E	-.143551	.181911	-.046889	-.789	.4306
L	.174072	.187221	.052905	.930	.3532
Q3	-.281305	.215421	-.076628	-1.306	.1925
F	.227504	.194182	.075671	1.172	.2422
C	-.016477	.208411	-.004979	-.079	.9370
O	-.587916	.206407	-.182750	-2.848	.0047
H	-.402680	.206153	-.136477	-1.953	.0516
(Constant)	-4.133218	5.701814		-.725	.4690

End Block Number 1 All requested variables entered.

APPENDIX E

Regression: 16 PF second-order factors, control variables, organizational ties /
length of search in months

----- Variables in the Equation -----

Variable	B	SE B	Beta	T	Sig T
SEC	-.145309	.198224	-.039952	-.733	.4640
AGE	.108604	.047714	.119790	2.276	.0235
RACE	-.839553	2.467196	-.016918	-.340	.7339
GENDER	.547079	1.021315	.028229	.536	.5925
EXT	-.135326	.166967	-.045904	-.810	.4182
TENURE	.109707	.057357	.098291	1.913	.0566
MOSEVERN	.331378	.055752	.307454	5.944	.0000
ANX	-.010891	.167199	-.003409	-.065	.9481
TP	-.292279	.178877	-.090159	-1.634	.1032
INDEP	-.176288	.178134	-.058284	-.990	.3231
(Constant)	3.925236	4.061545		.966	.3345

End Block Number 1 All requested variables entered.

APPENDIX F

Regression: 16 PF primary factors, control variables, organizational ties /
percentage salary difference

*** MULTIPLE REGRESSION ***

Equation Number 1 Dependent Variable.. PRCNTDIF
----- Variables in the Equation -----

Variable	B	SE B	Beta	T	Sig T
Q4	-.449757	.903232	-.036056	-.498	.6189
RACE	2.437075	11.144270	.011522	.219	.8270
M	.140424	.855720	.009287	.164	.8698
N	.161156	.774003	.012534	.208	.8352
B	-.016660	.867658	-.001031	-.019	.9847
A	-1.016327	.727398	-.081989	-1.397	.1633
TENURE	.050832	.262009	.010685	.194	.8463
MOSEVERN	-.255795	.251680	-.055682	-1.016	.3102
GENDER	2.614511	4.633964	.031652	.564	.5730
G	-.070024	.852807	-.004861	-.082	.9346
I	.804084	.715919	.063239	1.123	.2622
AGE	-.879969	.220805	-.227723	-3.985	.0001
Q1	1.726750	.719502	.140680	2.400	.0170
Q2	.016593	.879891	.001167	.019	.9850
E	1.420659	.822177	.108874	1.728	.0849
L	-.328399	.846178	-.023417	-.388	.6982
Q3	1.794621	.973634	.114696	1.843	.0662
F	1.058222	.877638	.082581	1.206	.2288
C	.073128	.941950	.005184	.078	.9382
D	.712444	.932894	.051959	.764	.4456
H	-.278164	.931746	-.022119	-.299	.7655
(Constant)	-1.781233	25.770352		-.069	.9449

End Block Number 1 All requested variables entered.

APPENDIX G

Regression: 16 PF second-order factors, control variables, organizational ties /
percentage salary difference

----- Variables in the Equation -----

Variable	B	SE B	Beta	T	Sig T
SEC	1.030107	.880439	.056449	1.170	.2428
AGE	-.877840	.211928	-.227172	-4.142	.0000
RACE	1.751323	10.958370	.008280	.160	.8731
GENDER	4.449615	4.536304	.053968	.991	.3273
EXT	-1.015326	.741608	-.080906	-1.369	.1719
TENURE	.018497	.254757	.003888	.073	.9422
MOSEVERN	-.284978	.247632	-.062034	-1.151	.2506
ANX	.442689	.742635	.032515	.596	.5515
TP	-.455321	.794507	-.032953	-.573	.5670
INDEP	2.536863	.791205	.196785	3.206	.0015
(Constant)	13.500456	18.039879		.748	.4548

End Block Number 1 All requested variables entered.

APPENDIX H

Inventory

Sixteen Personality Factor Questionnaire (16 PF)

PLEASE NOTE

Materials in this document have not been filmed at the request of the author. They are available for consultation, however, in the author's university library.

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